

Chief Albert Luthuli Municipality



**DRAFT SERVICE DELIVERY BUDGET
IMPLEMENTATION PLAN (SDBIP)
2012/13**



DIRECTORATE: PLANNING AND ECONOMIC DEVELOPMENT

Priority Area	Strategic Objective	KPI Indicator		Annual Budget	Annual Baseline	1 st Quarter July, Aug, Sept 2012		2 nd Quarter Oct, Nov, Dec 2012		3 rd Quarter Jan, Febr, March 2013		4 th Quarter April, May, June 2013			
		Outcome				Output Target	Budget	Output Target	Budget	Output Target	Budget	Output Target	Budget		
KPA: Basic Service Delivery															
Town Planning	Establish GIS (Geographic Information System) licensing, hardware,	Create a spatial information database for the municipality. Automated system that will Enhanced implementation of the Land Use Management System. (LUMS)	200,000	No electronic spatial information available	Pay License Fees Connection of hardware	100,000	Training of GIS operators	50,000	Training of GIS Maintenance	25,000	Maintenance	25,000			
	Silobela Cemetery	To create a new cemetery site at Silobela. Basic infrastructure dev. & service delivery. Improved cemetery facility for Community of Silobela	800,000	Existing cemetery reaching capacity	Identification of land	0	Project Planning	0	Appointment of service providers Scoping of EIA	150,000	Approval of Subdiv Registration of a cemetery site	650,000			
	Carolina Industrial Extension	Increased industrial activities in the area	R1M	Need for serviced industrial sites	Project Planning	0	Appoint Service Provider to do Township Establishment		EIA Scoping Report	400,000	Final Layout Plan	600,000	0		
KPA : Good Governance and Public Participation															
IPD Integrated Development Planning	Integrated Development Plan	Co-ordinated implementation of projects in the municipal area. Buy-in from stakeholders and ownership of projects.	300,000	To formulate a 5 year strategic management plan for the municipality	Consultation Rep Forum meetings and printing	75,000	Consultation Rep Forum meetings and printing	75,000	Consultation Rep Forum meetings and printing	75,000	Consultation Rep Forum meetings and printing	75,000			

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		Outcome				Output Target	Budget	Output Target	Budget	Output Target	Budget	Output Target	Budget		
		KPA : Local Economic Development													
L E D Local Economi c Develop ment	Local Economic Development / Business Summit To bring together different economic sectors.	Local Economic Develop action plan for implementation of the LED Strategy Networking session for key stakeholders Improved local economic opportunities. Explore opportunities for job creation. To bring together government and private sector.	200,000	LED Strategy LED Summit Report.	Project Planning Stakeholde r consultatio n Negotiate for sponsor ship	0	Preparatio n	50,000	Hosting the event Finalisatio n of the action plan Post evaluation of summit	100,000 .00	Compile report and Identify opportun ities and compile brochure	50,000			
	Investment promotion policy	Investment opportunities promoted Increased investment in the municipal area.	200,000	No investment promotion policy.	Appoint service provider	0	Receive policy, pay service provider	200,000			Impleme nt policy	0			
	Facilitate the establishment of a brick manufacturing plant in :Nhlazatshe 6, Fernie, Silobela	Have a functional brick manufacturing business in the 3 areas Job opportunities created. Reduced poverty and unemployment	250,000	No brick making facility at the moment in these areas.	Capture data Registrati on of co- ops.		Facilitate training of co- operatives	200,000			Monitori ng	0			
	Facilitate the Establishment of a SMME support centre and training facility - Mayflower	Provision of information on SMME development. Capacitate SMME owners	50,000	One existing SMME support centre in Elukwatin	Identify Venue. Source funding from agencies. facilitate process.	0	Facilitate establish ment				Launch and marketin g of centre	50,000			

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		Outcome				Output Target	Budget	Output Target	Budget	Output Target	Budget	Output Target	Budget		
	Facilitate the Establishment of a sewing centre in Silobela	Functional sewing centre, employment opportunities created. Reduced unemployment	50,000	Co-operative registered and have experience in sewing	Monitor progress on renovation of municipal building	0	Opening and start-up assistance	50,000							
	Facilitate the Establishment of a tourism information centre in Badplaas.	Provision of information on tourism. Enhanced tourism in the area.	50,000	Facility available at Manzana Cultural Centre.	Gather information and draw up specifications.	0	Appoint Service Provider		Erection of information board	50,000					
	Promote Tourism in the municipality	Increased number of tourist to the area Benefit SMME'S Improved profile of the area. Increased job creation	90,000	No policy in place	Collect information on all tourism attractions in the municipality	0	Data gathering	0	Prepare information to be included in brochure Develop a brochure with tourism attractions	50,000	Conduct tourism awareness	40,000			

DIRECTORATE: TECHNICAL SERVICES

PRIORITY AREA	STRATEGIC OBJECTIVE	KPI INDICATOR		BUDGET	ANNUAL BASELINE	Annual Target 2012/13	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
		Outcome	Impact				Output	Budget	Output	Budget	Output	Budget	Output	Budget
SERVICE DELIVERY AND MAINTENANCE														
WATER AND SANITATION: To maintain existing infrastructure (water and sewer)	Maintenance of at least 30 km distribution network.	Fully functional infrastructure	Improved level of assurance	1 349 600	Total km of sewer and water network cleaned	32km	8	337 400	8	337 400	8	337 400	6	337 400
	Cleaning of reservoirs.	12	Low turbidity	300 000	12 X clean each reservoir	12	3	75 000	3	75 000	3	75 000	3	75 000
	Maintenance of sewer ponds	Hygienic ponds	No. of times the services was conducted	750 000	Meeting Green Drop Status	16	4	187 500	4	187 500	4	187 500	4	187 500
	Maintenance of pumps and motor	Fully functionality of pumps	Uninterrupted services	R2.95m	All raw, clear, booster pumps maintained and repaired	63	15	739 000	15	739 000	15	739 000	15	739 000
	Maintenance of dosing systems	Fully functional infrastructure	Meeting set water quality standards	200 000	Updated Blue Drop System	12	3	50 000	3	50 000	3	50 000	3	50 000

PRIORITY AREA	STRATEGIC OBJECTIVE	KPI INDICATOR		BUDGET	ANNUAL BASELINE	Annual Target 2012/13	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
		Outcome	Impact				Output	Budget	Output	Budget	Output	Budget	Output	Budget
	Maintenance of boreholes	Fully functional infrastructure	Access to water services	200 000	48 boreholes maintained	48	12	50 000	12	50 000	12	50 000	12	50 000
	To improve water quality	Compliance with blue drop and green drop status.	Informed on water quality	318 000	288 samples analysed	288	72	79 500	72	79 500	72	79 500	72	79 500
	Water supply through water trucks	Availability of water	Total litres of water supplied in the remote areas.	5200000	31200 loads	24960 loads by Contracted tankers	36MI	1.17m	36MI	1.17m	36MI	1.17m	36MI	1.17m
						6240 loads by Municipal Trucks	7.2MI	130 000						
	To provide water connection to households	New to be completed within 36 hours upon presentation of proof of payment	No. of households connection completed	To be collected from new connection tariffs	Serviced communities and adherence to Water Services Act	7 days Turnaround time. Job cuts used and filled for record purposes	Per request		Per request		Per request		Per request	
	Spot all illegal water connections and enforce bylaws	Reduction in illegal connections	No. of illegal connections identified.			Illegal connections reduced to 70%	20%		20%		20%		10%	

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		Outcome	Impact				Output	Budget	Output	Budget	Output	Budget	Output	Budget
ROADS AND STORM WATER DRAINAGES INFRASTRUCTURE: To improve the conditions of existing municipal roads and storm water drainages. Cont.....	To give access to gravel road through Blading.	Bladed or smooth riding streets	Total kilometres of roads bladed	500 000	320km	Accessible gravel roads at least 320km	80km	125 000	80km	125 000	80km	125 000	80km	125 000
	To give access through re-gravelling.	Re-gravelled or smooth riding streets	Total kilometres of road re-gravelled	R1m	12 km	Availability access to gravel roads at least 12 km	3km	250 000	3km	250 000	3km	250 000	3km	250 000
	To repair base patches and their defects as soon as they develop.	Satisfactorily and safe road infrastructure.	Total square meters of road patches completed.	R1m	40m ²	Smooth riding quality at least 40m ² per Qn	10m ²	250 000	10m ²	250 000	10m ²	250 000	10m ²	250 000
	To clean and open free flow of storm water to all silted pipes and storm water channels.	Clean and free flow storm water channels	Reduced flooding of roads.	R1m	4 Unit Areas of CALM	Availability of free flow storm water channels at least.	Carolina Unit area	250 000	Badplaas Unit Area	250 000	Mpuluzi Unit Area	250 000	Elukwatinini Unit Area	250 000
	Repair and replace road kerbs.	Satisfactorily infrastructure.	No. of kerbs replaced or installed.	R200 000	2 km	At least 5km kerbing.	2km	50 000	1km	50 000	1km	50 000	1km	50 000
	Repair or maintenance of bridges.	Develop business plan	Signed business plan by the MM			Submit business plan to DPRT	Appoint PSP		Inception report and Draft BP		Business Plan submission			

PRIORITY AREA	STRATEGIC OBJECTIVE	KPI INDICATOR		BUDGET	ANNUAL BASELINE	Annual Target 2012/13	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
		Outcome	Impact				Output	Budget	Output	Budget	Output	Budget	Output	Budget
	Construct 50 km v-drain to channel water.	Satisfactorily infrastructure.	Km of v-drains completed	R200 000	2km	Available 2 km of v-drains constr.	2km	R0 000	2km	50 000	2km	50 000	2km	50 000
ELECTRICITY INFRASTRUCTURE : To upgrade, refurbish and maintain existing electrical infrastructure	Repair and maintenance of fencing for all electrical infrastructures.	Quality and safe infrastructure	Secure infrastructure and safe community	R130 000		Safe guarded infrastructure.	135m	130 000	0	0	0	0	0	0
	Repair and maintenance of street and high mast lights.	Satisfying functionality of lights	Total number of times street and high mast lights were maintained	R650 000	659 street lights 41 high mast lights	41 high mast lights and all 659 street lights repaired biweekly.	0	R162 500	659 street lights 41 high mast lights	R162 500	0	R162 500	659 street lights 41 high mast lights	R162 500
	Electrical network repair and maintenance	Safe functioning network.	Kilometres of network connections maintained	R1m	4 km	At least 2.5 km network lines maintained	1km	R250 000	1km	R250 000	1km	R250 000	0.5	R250 000
	Maintenance of electrical panels at substation	Effective and efficient power supply	No. of panels maintained	R1m	16	100% functionality of panels.	4	R250 000	4	R250 000	4	R250 000	4	R250 000
	Maintenance of lights and other accessories in the municipal building. Switches, lights, plugs e. t. c	Fully functional and safe use of electrical accessories.	No. of times maintenance was completed	R300 000	Once a month and occasional replacements when needed.	100% functionality of electrical accessories	All building monthly	R75 000	All building monthly	R75 000	All building monthly	R75 000	All building monthly	R75 000

PRIORITY AREA	STRATEGIC OBJECTIVE	KPI INDICATOR		BUDGET	ANNUAL BASELINE	Annual Target 2012/13	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
		Outcome	Impact				Output	Budget	Output	Budget	Output	Budget	Output	Budget
	Maintenance of standby generators	Functionality of standby generators	Serviced standby generators .	R100 000	2	Weekly inspection & maintained after 160hour usage	1	R50 000	0	0	1	R50 000	0	0
	Maintenance of Ring Main Unit (RMU)	Fully functional and safe infrastructure.	No. of RMU maintained	R100 000	24	24 number RMU fully functional	6	R25 000	6	R25 000	6	R25 000	6	R25 000
	Maintenance and replacement of kiosk	Fully functional and safe infrastructure.	No. of Kiosk maintained or replaced	R200 000	24	At least 24no. of kiosk functional.	6	R50 000	6	R50 000	6	R50 000	6	R50 000
	Identify all illegal connections and enforce bylaws	Reduction in illegal connections	Total no of illegal connection identified.			Illegal connections to be reduced by 70 %	20%		20%		20%		10%	
	To provide meter connection to households.	All households metered.	No. of connections completed	tariffs	This s to connect new house units	At least 60 connections	Per request		Per request		Per request		Per need	

PRIORITY AREA	STRATEGIC OBJECTIVE	KPI INDICATOR		BUDGET	ANNUAL BASELINE	Annual Target 2012/13	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
		Outcome	Impact				Output	Budget	Output	Budget	Output	Budget	Output	Budget
FLEET MANAGEMENT: To have operational vehicles at all the time.	Conduct audit for expiring licences on a monthly basis	Roadworthy fleet	No. of fleet audited for new licences		99 fleet in use	100% of all fleet audited for disc renewal.	100% all fleet							
	Maintenance of Fleet	Roadworthy vehicles	No. of Fleet serviced		99 fleet in use	100% of vehicles serviced.								
	Ensure compliance with fleet policy.	Compliance of fleet policy.	No. of trip approvals signed			Reconciled log records	100% compliance		100% compliance		100% compliance		100% compliance	
	Monitoring monthly usage of fleet													

DIRECTORATE: PROJECT MANAGEMENT UNIT

Priority Area	Strategy Objective	KPI Indicator		Annual Budget	Annual Baseline	Annual Target 2012/13	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
		Outcome	Impact				Budget	Target	Budget	Target	Budget	Target	Budget	Target
KPA1: BASIC SERVICE DELIVERY														
Infrastructure development and service delivery	Reports on projects implemented	Nr. Of meetings to be held	For efficiency on the department	R2,591,275	12	12	647,819	3	647,819	3	647,819	3	647,819	3
		Quarterly progress report to be submitted to Council	To enable the Council to oversee the department		4	4		1		1		1		1
		Monthly Progress Reports to be submitted to relevant stakeholders	For updating the progress for DWA, DOE, MIG & EPWP		12	12		3		3		3		3
	Eradication of backlogs	Nr. of households benefiting from new access to water	New access to water	26,500,000	3,845	750	2,650,00	0	5,300,00	50	7,950,000	150	10,600,000	550
		Nr. of households benefiting from new access to sanitation	new access to sanitation	11,122,000	3,949	1,500	1,112,200	0	2,224,400	0	3,336,600	500	4,448,800	1,000
		Kilometers of road to be constructed	Kilometers of road constructed	24,793,280	0	9	2,479,328	0	4,958,656	1.5	7,437,984	2	9,917,312	5.5
KPA1: BASIC SERVICE DELIVERY														
Infrastructure development and service delivery	Eradication of backlogs	Nr. of households benefiting from access to basic electricity	access to basic electricity	8,200,000	450	745	820,000	0	1,640,000	50	2,460,000	145	3,280,000	550
	Improvement of existing	Nr. of households benefiting from	households benefiting	12,500,00	2,224	10,500	1,250,000	0	2,500,000	2,500	3,750,000	3,000	5,000,000	5,000

systems	improved bulk water systems													
		Nr. of households benefiting from improved bulk sanitation systems	households benefiting	5,000,000	1,500	2,500	500,000	0	1,000,000	0	1,500,000	1,000	2,000,000	1,500
	Nr. of systems to be implemented to reduce water losses	reduced water losses	7,500,000	0	1	750,000	0	1,500,000	0	2,250,000	0	3,000,000	1	
Provision of public facilities	Nr. of households benefiting from new/improved waste management system	Access to new/improved waste management system	4,000,000	0	15,000	400,000	0	800,000	0	1,200,000	0	1,600,000	15,000	
KPA1: BASIC SERVICE DELIVERY														
Infrastructure development and service delivery	Provision of public facilities	Nr. Of households benefiting from street lighting and High Masts	benefiting from street lighting and High Masts	R6,658,920	320	5,000	R665,892	0	R1,331,784	0	R1,997,676	0	R2,663,568	5,000
KPA2: LOCAL ECONOMIC DEVELOPMENT (15%)														
Creation of job opportunities	Implementation of EPWP	Improved reporting skills	Improve our performance	R785,525	4	8	R78,553	2	R157,105	2	R235,658	2	R314,210	2
		Monthly EPWP reports to be produced	Receive more incentives		12	12		3		3		3		3
		Number of jobs to be created for semi-skilled individuals	Alleviate poverty		700	700		100		200		200		200

KPA3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION (10%)														
Public Participation	Ensure Community participation and support for all projects	Formulation of the PSC	Public Participation		10	15		0		5		5		5
		Number of PSC/Site meeting to be held	Project involvement of the Beneficiaries		20	30		0		5		10		15
KPA4: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION (10%)														
Developments	Empowerment of local Emerging Contractors	Obtain reports on Awards for emerging contractors from SCM	Local contractors appointed		55	60		10		15		20		10
	Empowerment of the personnel	Skills development	Better performance		12	20		5		0		5		10
KPA5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT (5%)														
Financial Management	Proper management of the departmental finance	Manage departmental finance in line with the Budget	Controlling the Expenditure		AG action Plan	Clean Audit		Manage the funds						

Detailed Capital Works Plan by Ward – 2012/2013

Project Name	Final Budget	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Funding Agent
		2012/2013	2012/2013	2012/2013	2012/2013	
WATER						
Upgrading of Eerstehoek water treatment works.	7 000 000	700 000	2 100 000	2 800 000	1 400 000	MIG
Upgrading of pumping capacity and retrofitting of Eerstehoek Water Scheme.	1 500 000	150 000	450 000	600 000	300 000	MIG
Replacement of AC Pipelines on the Eerstehoek Water Scheme	3 000 000	300 000	900 000	1 200 000	600 000	MIG
Upgrading pumping capacity and retrofitting of Carolina water scheme	3 000 000	300 000	900 000	1 200 000	600 000	MIG
Upgrading of Badplaas water scheme.	2 000 000	200 000	600 000	800 000	400 000	MIG
Upgrading of Empuluzi water scheme.	2 000 000	200 000	600 000	800 000	400 000	MIG
Replacement of AC Pipes in Silobela Ext 1	3 500 000	350 000	1 050 000	1 400 000	700 000	MIG
Upgrading of Ekulindeni Bulk Water system	2 500 000	250 000	750 000	1 000 000	500 000	MIG
Installation of package plant in Methula(Fern WTW)	2 000 000	200 000	600 000	800 000	400 000	MIG
Construction of water reticulation and Electricity	4 000 000	400 000	1 200 000	1 600 000	800 000	Investment
Refurbishment of Empuluzi Scheme	1 327 493	132 749	398 248	530 997	265 499	DWA
Refurbishment of Lusushwane	365 888	36 589	109 766	146 355	73 178	DWA
Refurbishment of Methula Scheme	957 088	95 709	287 126	382 835	191 418	DWA
Refurbishment of Eerstehoek Scheme	2 102 285	210 229	630 686	840 914	420 457	DWA
Refurbishment of boreholes	823 705	82 371	247 112	329 482	164 741	DWA
Refurbishment of Ekulindeni	1 280 541	128 054	384 162	512 216	256 108	DWA
SUB TOTAL WATER	37 357 000	3 735 700	11 207 100	14 942 800	7 471 400	
SUB TOTAL WATER - MIG	26 500 000	2 650 000	7 950 000	10 600 000	5 300 000	

Project Name	Final Budget	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Funding Agent
		2012/2013	2012/2013	2012/2013	2012/2013	
SANITATION						
Provision of 1000 VIP's in wards to be identified	8 300 000	830 000	2 490 000	3 320 000	1 660 000	MIG
Construction of Silobela Ext 2&3- 500 toilets top structure	2 822 000	282 200	846 600	1 128 800	564 400	MIG
SUB TOTAL SANITATION - MIG	11 122 000	1 112 200	3 336 600	4 448 800	2 224 400	
ROADS						
Paving of road from Nhlazatshe 3 to Elukwatini and refurbishment of two (2) bridges in Nhlazatshe 3	1 100 000	110 000	330 000	440 000	220 000	MIG
Paving of road from Dundonald to Slovo and refurbishment of a bridge in Robinsondale	6 148 680	614 868	1 844 604	2 459 472	1 229 736	MIG
Construction of Ekulindeni Ring Road (1.5)	7 017 840	701 784	2 105 352	2 807 136	1 403 568	MIG
Construction of Badplaas Ring Road	7 017 840	701 784	2 105 352	2 807 136	1 403 568	MIG
Construction of Mayflower Ring Road	3 508 920	350 892	1 052 676	1 403 568	701 784	MIG
SUB TOTAL ROADS -MIG	24 793 280	2 479 328	7 437 984	9 917 312	4 958 656	
ELECTRICITY						
Construction of 16 High mast lights	5 550 000	555 000	1 665 000	2 220 000	1 110 000	MIG
Construction of 100 streets lights at Caroline & Hlazatshe Crossing	1 108 920	110 892	332 676	443 568	221 784	MIG
Silobela crossroads 80 connections	880 560	88 056	264 168	352 224	176 112	INEP
New village connections 150	1 651 050	165 105	495 315	660 420	330 210	INEP
Vaalbank (Omnia farm 40 connections)	440 280	44 028	132 084	176 112	88 056	INEP
Magudu (Shiba village 90)	990 630	99 063	297 189	396 252	198 126	INEP
Bampoen 103 connections	1 133 721	113 372	340 116	453 488	226 744	INEP
Glen more B 152	1 673 064	167 306	501 919	669 226	334 613	INEP
Mayflower gate 55 connections	605 385	60 539	181 616	242 154	121 077	INEP
Wavely Extension (Sthobela, Mashonamini)	825 310	82 531	247 593	330 124	165 062	INEP
Electricity demand	8 000 000	800 000	2 400 000	3 200 000	1 600 000	DME
SUB TOTAL ELECTRICITY	22 858 920	2 285 892	6 857 676	9 143 568	4 571 784	
SUB TOTAL ELECTRICITY - MIG	6 658 920	665 892	1 997 676	2 663 568	1 331 784	

Project Name	Final Budget	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Funding Agent
	2012/2013	2012/2013	2012/2013	2012/2013	2012/2013	
COMMUNITY ASSETS						
Construction of Carolina Landfill site	2 000 000	200 000	600 000	800 000	400 000	MIG
Construction of Carolina Taxi rank	1 000 000	100 000	300 000	400 000	200 000	MIG
Construction of Tjakastad Taxi Rank	1 000 000	100 000	300 000	400 000	200 000	MIG
Refurb of Caroline stadium	300 000	30 000	90 000	120 000	60 000	MIG
SUBTOTAL COMMUNITY ASSETS - MIG	4 300 000	430 000	1 290 000	1 720 000	860 000	
TOTAL INFRASTURE BUDGET	97 817 200	97 817 203	97 817 204	97 817 205	97 817 206	
TOTAL MIG BUDGET	73 374 200	7 337 420	22 012 260	29 349 680	14 674 840	

Operational Cost Allocation – 2012/2013

The breakdown of the amount for the 2012/2013 financial year is as follows:

PMU COSTS	ANNUAL TOTAL (2012/13)
Salary Packages:	
PMU Manager	R 745 560
Asst Manager	R 500 000
Project Officer 1	R 269 143
Project Officer 2	R 269 143
Project Officer 3	R 269 143
Project Officer 4	R 269 143
Admin Officer	R 269 143
Annual Operational costs:	
Travelling costs	R 470 000
Accommodation	R 110 000
Consumable	R 235 000
Telephone	R 250 000
Training	
• Various (GCC, Project Management etc)	R 205 525
TOTAL COST:	R 3 861 800
Funding:	
MIG Funding	R 3 861 800
TOTAL FUNDING:	R 3 861 800

DIRECTORATE: PUBLIC SAFETY

Priority	Strategic	KPI	Budget	Baseline	Performance Target-2012/13	1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter	
						Output	Budget	Output	Budget	Output	Budget	Output	Budget
Area	Objective	Indicator											
1. KPA: BASIC SERVICE DELIVERY													
SOCIAL CRIME	Facilitate stake holders on community safety forums meetings	Identify risk leading to crime		Two meetings annually	Four(4) meetings annually	One meeting in a quarter		One meeting per quarter		One meeting per quarter		One meeting per quarter	
SAFETY AND SECURITY	Safeguarding of council assets and properties	Deployment of security guards to various poll stations	4675986	148 security guards.	Deployment of 157 security guards.	157 guards	1168996	157 guards	1168996	157 guards	1168996	157 guards	1168996
	Provisions of guard houses	Erection of ten guard houses.	55000.00	8 guard houses	Procurement and erection of tents (20)			10 guard houses	120000	12 guard houses	430000		
	Entrance Access control	Installation of access control system to Head office-Carolina	900000	None	Installation of two access control at Head office			Two access control	900000				

Priority	Strategic	KPI	Budget	Baseline	Performance Target-2012/13	1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter	
						Output	Budget	Output	Budget	Output	Budget	Output	Budget
Area	Objective	Indicator											
		Visible patrol- daily		One shift operational	Two shift patrol								
	Provision of robots - Carolina, Badplaas and Elukwatini	Reduction of traffic jam	360000		Procurement and installation of three robots.				One Carolina	120000		Badplaas and Elukwatini	240000
	Erection of Street name signage	Number of visible signage	118313		Erection of 30 street names	5street names in Badplaas	2250.00	12 in Carolina	5400			13 Elukwatini Ekulideni Empuluzi	110663
REGISTRATION AND LICENSING	Effective and efficient Registration Authority	Test 208 learners a month		104 learners test	2496 learners test	624 learners test		624 learners test		624 learners test		624 learners test	
		Test of 120 Drivers a month		106 drivers test a month	1440 drivers test	360 drivers test		360 drivers test		360 drivers test		360 drivers test	
	Installation of Break roller machine	Effective and efficient vehicle test station	420000		To have compliance and operational VTS	Procurement and installation	420000						
FIRE AND RESCUE	Effective fire station.	Satellite fire station at Elukwatini		One fire station in Carolina	To minimise respond time and attendance of all incidents reported	Introduction of satellite station in Elukwatini							

DISASTER MANAGEMENT	Minimize Disaster related issues	Review Hazards to 25 wards	R105735	Approved Disaster plan in place	Disaster plan and Frame work in operational	Advisory meeting		Awareness	-					
LOCAL ECONOMIC DEVELOPMENT														
	To support local economic initiatives	Through supply chain process local suppliers are recommended	Number of projects through which LED is promoted	Number of projects procured locally	Appointment of local suppliers									
FINANCIAL VIABILITY AND MANAGEMENT														
	Manage financial of the Directorate as per the MFMA policies	Procurement process as per MFMA	Procurement according to the provision of SDBIP		To manage and spent budget as per planned and according to the provision of the MFMA									

DIRECTORATE: COMMUNITY SERVICES

Priority Area	Objective and Strategy	KPI Indicator	Budget	Evidence	Baseline	Target 2012/13	Quarter 1		Quarter 2		Quarter 3	Quarter 4
KPA1: BASIC SERVICE DELIVERY												
Waste Management	Refuse removal services	Number of households with access to waste removal	5,900,381	Daily refuse collection	12289	15000	1,475,095	13000	1,475,095	15000	1,475,095	1,475,095
	Cleaning of main and adjacent streets in business centres daily	Clean streets in business centres		All main streets in business centres cleaned		All main streets in business centres cleaned		All main streets in business centres cleaned		All main streets in business centres cleaned	All main streets in business centres cleaned	All main streets in business centres cleaned
	Distribution of skip bins	Number of refuse skip bins distributed		Skip bins		20		20		0	0	0
	Control of illegal dumping	Number of signposts; Reduction of illegal dumping				20		5		5	5	5
	Maintenance of dumping sites	Number of dumping sites maintained		Maintained dumping sites		5		5		5	5	5
	Pollution control monitoring(air quality)	Action taken will be reflected on monthly and quarterly reports		As need arise				As need arise		As need arise		As need arise
	Management of water quality	Number of water samples taken		Per need				Per need		Per need		Per need
Cemetery and Parks	Maintenance of parks, recreational and cultural facilities	Number of parks and recreational facilities maintained	2,659,298	4		4	4	664,825	4	664,825	664,825	664,825
	Maintenance of Carolina airstrip	License certificate from Civil Aviation Authority	23 000	3			7 500	3	3 000	3		3
	Provision of graves in municipal cemeteries	Number of available graves for burial	1,437,476	Per need			359,369	Per ned	359,369	359,369	359,369	359,369
	Maintenance of municipal cemeteries	Number of cemeteries maintained		6		6	6		6		6	

Priority Area	Objective and Strategy	KPI Indicator	Budget	Evidence	Baseline	Target 2012/13	Quarter 1		Quarter 2		Quarter 3	Quarter 4
	Provision of basic funeral service for paupers	Number of pauper burials		Per need				Per need		Per need		Per need
Environmental Health Services	Provision of environmental health awareness	Number of inspections conducted		10		10		10		10		10
	Conducting of environmental health awareness in the community	Number of environmental health awareness campaigns conducted		2				1		1		2
Library Services	Promotion of culture of reading in community	Number or "Walk to your Library" campaigns conducted	1,398,485	2		4	2	349,620	2	349,620	349,620	349,620
		Number of research awareness campaigns conducted in schools		1				2		2		1
	Provision of library access to remote schools	Number of remote schools with access to libraries		1				2		2		1
	Provision of support to HIV/AIDS supporting groups	Number of HIV/AIDS supporting groups supported		2				2		2		2
		Number of health care teams supported		1				1		1		1
	Mobilisation of other stakeholders to help in the fight against AIDS	Number of organizations providing support in the fight against AIDS		1				1		1		1
Cultures, Sport and Recreation	Promotion of sports and culture development in the community and municipality	Number of sports and cultural events organised for the community	150 000	2		2	1	37 500	1	37 500	37 500	37 500
		Number of coaching clinics organized		-				1		-		1

Priority Area	Objective and Strategy	KPI Indicator	Budget	Evidence	Baseline	Target 2012/13	Quarter 1		Quarter 2		Quarter 3	Quarter 4
	Support to sports and culture bodies	Number of sports and culture councils supported		1				1		1		1
	Mobilisation of other stakeholders and business to support sports	Number of organisations and businesses supporting sports and culture		1								1
Youth , Woman and people with Disability	Support programmes for persons with <u>disability</u>	Number of disability groups supported	200 000	1			50 000	1	50 000	50 000	-	50 000
		Number of meetings to which persons with disability are transported		2				1		2		1
		Number of "Day for the Disabled" celebrated		-				-		-		1
	Support <u>women</u> programmes	Number of woman groups supported		1				2		1		2
	Support <u>Youth</u> programmes	Number of youth groups supported		2 units				1 unit		1 unit		1 unit
Moral Regeneration	Provision of support to the Moral Regeneration Movement	Number of forums supported	R80 000	1	R 20 000		R 20 000	1	R 20 000	1		1
		Number of "Back to School" campaigns conducted		1				1		1		1
		Number of Anti Drug Abuse and AntiTeenage Pregnancy campaigns conducted		1				1		1		2

Priority Area	Objective and Strategy	KPI Indicator	Budget	Evidence	Baseline	Target 2012/13	Quarter 1		Quarter 2		Quarter 3	Quarter 4
		Commemoration of the "16 Days of Activism for No Violence Against Women and Children"		-							Event Successfully Celebrated	
Creation of job opportunities	Creation of jobs through provision of Basic Service Delivery	Number of jobs created		10	0	-	10		-	-		
	Job creation through outsourced services \	Number of jobs created		6	0	6	6		6	6	6	
Finance management	Proper management of the departmental finance	Manage departmental finance in line with the Budget		Sound financial management		Sound financial management	Sound financial management		Sound financial management	-		
Learnership and bursaries	Involve students and volunteers	No of students /volunteers involved		5		5	2		2	1		
Health and safety	Comply with the health and safety policies	No of health and safety meetings		6	6	6	2		2	2		

DIRECTORATE: FINANCE

Priority Area	Strategy Objective	KPI Indicator	Annual Budget	Annual Baseline	Annual Target 2012/13	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
						Budget	Target	Budget	Target	Budget	Target	Budget	Target
KPA1: BASIC SERVICE DELIVERY													
Free basic service	To provide free basic service to indigent community	No of indigent households registered for free basic services	19 000 000	1522	5000	4,750,00	1000	4,750,00	1800	4,750,00	1400	4,750,00	800
KPA2: LOCAL ECONOMIC DEVELOPMENT													
Creation of job opportunities	To ensure that LED is promoted through preferential procurement practices	No of contracts and tenders awarded which went to Broad Based Black Economic Empowerment (BBEEs) on procurement of		None	tender / contract awarded		Mobilized & registered BEE's		1 Contract		2 contract		Nil
Public Participation	To institutionalize Batho Pele principles in the operations of the Municipality	Adopted service charter and implementation		Draft Batho Pele Service Charter	100% compliance with Batho Pele principles	Nil	Singed charter	Nil	100% implementation	Nil	100% implementation	Nil	100% implementation
KPA4: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION (10%)													
Customer Care Survey	To conduct a customer care survey	Customer Care Survey Report	100 000	Nil	8000 Community visit	20 000	2000 Community visits	40000	3500Community visits	25000	2500Community visits	15000	1000 Community visits

KPA5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT (5%)													
Budget management	To develop a credible and realistic adjustment budget	Approved adjustment Budget	Nil	Approved adjustment budget for January 2012	28 February-13	Nil	Manage budget	Nil	Prepare mid year report & draft adjustment budget	Nil	Approved adjustment budget	Nil	Manage budget
	To develop a credible annual budget for 2013/14	Approved draft and final budget with budget related policies and tariffs		Approved budget and budget related policies and tariffs for 30/3/ 2013 and 31/5/2013	Approved budget with all related documents on 31 March 2012 and 31 May 2012	Nil	Prepare IDP/budget process plan for 2013/2014	Nil	Prepare a draft budget and review bulk purchases	Nil	Submit a draft budget and budget related policies and tariffs to Council for public participation	Nil	Submit final draft budget with budget related policies and tariffs to Council for approval
Increased revenue base	To implement the credit control and debt control policies to increase payment level	Increased revenue by R8,5m	Nil	50% collection	Increased revenue collection to minimum of 65%	Nil	Increase to 53%	nil	Increase to 55%	Nil	Increase to 60%	Nil	Increase to 65%
Supply Chain Management	To review the SCM Policy and strengthen the functionality of the unit	% implementation and compliance of approved policy and regulations	Nil	90% compliance	100% implementation of SCM policy and regulations		95% implementation of SCM policy and regulations		97% implementation of SCM policy and regulations		100% implementation of SCM policy and regulations		100% implementation of SCM policy and regulations
Implementation of all financial policies	To implement the budget related policies	% implementation and compliance of approved policy and regulations	Nil	80% compliance	100% implementation of SCM policy and		90% implementation of SCM policy and		95% implementation of SCM		100% implementation of SCM		100% implementation of SCM

					regulations		regulations		policy and regulations		policy and regulations		policy and regulations
Management of Fixed Assets	Formulation of asset management policy, updating of asset register as per according standards	Compliance asset register that comply with GRAP 17	680 000	GRAP asset register in place but still need corrections	Updated and compliance asset register that comply with GRAP 17	400 000	Updated register, performs quarterly inventory verification and assets reconciliations	280 000	Updated register, performs quarterly inventory verification and assets reconciliations	Nil	Updated register, performs quarterly inventory verification and assets reconciliations	Nil	Updated register, performs quarterly inventory verification and assets reconciliations
Clean Audit 2014	Achieve total compliance with the requirements of the MFMA	No of reduced audit queries.	400 000	Disclaimer opinion	Qualified	300 000	Implementation the action plan	100 000	Implementation the action plan		Implementation the action plan		Implementation the action plan
Monthly Financial Reporting	To submit monthly Section 71 report	No of Actual income and revenue reports submitted to all statutory bodies within the due dated	Nil	Done on monthly basis	Reports submitted within 10 working days	Nil	Submit monthly and quarterly section 71 reports		Submit monthly and quarterly section 71 reports		Submit monthly and quarterly section 71 reports		Submit monthly and quarterly section 71 reports
Monthly Billing	To ensure sound financial management	Reduced queries on accounts rendered	Nil	Average of 30% queries received on monthly accounts	Reduce queries to 10%	Nil	3% reduction of queries		4% reduction of queries		5% reduction of queries		8% reduction of queries
Implement revenue enhancement	Increase revenue base	To have accurate data for billing	500 000	70% accurate data		150 000	95% accurate data	200 000	88% accurate data	100 000	90% accurate data	100 000	95% accurate data
Payment of creditors	Ensure that creditors are paid within 30 days	No of days taken to pay creditors	Nil	Between 30-40 day	Within 30 days	Nil	Within 30 days		Within 30 days		Within 30 days		Within 30 days

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DIRECTORATE: CORPORATE SERVICES

Priority Area	Objective and Strategy	KPI Indicator	Budget	Baseline	Target 2012/2013	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Municipal & Institutional Development & Transformation (Weight 50%)									
Customer Care Management	Conduct a customer care survey	To render administrative support through notices and copies	0	None	Jun-13	Issue survey questionnaires to community members and analyze the results	Issue survey questionnaires to community members and analyze the results	Issue survey questionnaires to community members and analyze the results	Issue survey questionnaires to community members and analyze the results
Legal guidance and opinions	To provide high quality legal services and guidance to Council, MM and departments	Agreements signed; legal opinions given; legal representation done; legal claims submitted; legal notices and register of disciplinary processes instituted	R1.5m	Monthly reports and register	50% of all legal activities performed internally – June 2013	Provide legal opinion and assistance			
Workplace Skills Plan/ Learnership and Bursaries	To compile a compliant WSP and implement a programme of Learnership and issue out bursaries to staff and community	Approved and adopted WSP; Learnership programme implemented; List of Bursaries issued	346 000	2011/2012 WSP; Bursaries awarded in 2011/2012	May-13	Train councilors and officials and award bursaries to employees	Train councilors and officials and award bursaries to employees	Train councilors and officials and award bursaries to employees	Train councilors and officials and award bursaries to employees
Reduction of vacancy rate	To fill all vacant and funded posts	Organogram with new positions was approved	130 000	Number of positions are vacant and unfunded	June 2013	Advertise all vacant and funded positions	Data capturing of applications received	Conduct the shortlisting and interviews	Formal appointment and placements, induct the newly appointed employees

Priority Area	Objective and Strategy	KPI Indicator	Budget	Baseline	Target 2012/2013	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Human Resources Strategy	To implement the HR Strategy	Adopted and approved HR Strategy document	100 000	Adopted and approved HR Strategy document	Dec 2012	Develop the Terms of Reference	Develop the specifications and request SCM to advertise and appoint a service provider	HR Strategy workshopped to all managers	Implement the strategy
Skills retention strategy	To implement the Skills Retention Strategy	Adopted and approved skills retention strategy	50 000	No skills retention strategy	Dec 2012	Develop the Terms of Reference	Develop the specifications and request SCM to advertise and appoint a service provider	Skills retention strategy workshopped to senior managers	Adopted and approved skills retention strategy
Contracts and agreements	To oversee the processes of drafting contracts and agreements	Agreements/contracts drafted	0	Monthly reports	100% of agreements and contracts done in-house	Develop a contract register for all service providers	Develop the SLA	Monitor the SLA	Monitor the SLA
Legal instruments	To review and validate the authenticity of legal instruments	Legal instruments reviewed and validated	0	Council resolution	Policies and by-laws adopted by council	Check and verify the authenticity of legal documents	Make amendment to the documents	Table the amendments to the Committee on By - laws	Table the amendments to council for adoption.
Employment Equity Plan	To review the outdated EEP	Reviewed and adopted EEP	0	Outdated EEP	June 2013	Submit the EEA report to DoL	Sitting of the EEA forum and subsequent approval	Approval by Council	Monitor and review the EEA numerical goals
Formulation and review of policies	To review and develop new HR policies and Budget related policies	Reviewed and developed HR and Budget related policies	0	Outdated policies; current policies	June 2013	Effect amendments to all HR and Budget policies	Consult unions at the LLF	Table a report to Council for the adoption	Implement and monitor the policies

Priority Area	Objective and Strategy	KPI Indicator	Budget	Baseline	Target 2012/2013	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Risk Management System	To develop and implement an Operational Risk Management System	Adopted and approved Operational Risk Management ; Risk Assessment report; Risk register	0	Approved Operational Risk Management and Risk register	March 2013	Identify the risks for the department and develop a risk register	Submit the register to the CRO	Develop strategies to mitigate the risks	Monitor the impact of risks
Organizational structure	To review the organizational aligning it with the developmental trends of the municipality	Reviewed and approved organizational structure	0	Approved 2011/2012 organizational structure	September 2012	Effect changes on the organogram and consult the relevant stakeholders	Table a report to Council to approve the new organizational structure	Fill the vacant posts	Monitor and evaluate
By-Laws	To review and draft new By-Laws	Adopted and Approved By-Laws	150 000	Outdated and draft By-laws	Jun 2013	Prepare the draft by - laws	Table the draft by - laws to the Committee on by - laws	Embark on a public participation	Approval by Council
Labour relations	Promote labour peace in the work place	Sound labour relation between unions and employer	0	LLF is sitting and adherence to collective agreements	June 2013	Consult labour through the LLF	Adherence to various collective agreements	Enforce discipline at the workplace	Monitor and review the adherence to collective agreements
Health and Safety Policy	Comply with legislation review policy	Improved occupational health and safety	0	Draft OHS policy	Approved and adopted policy by Council. Safe workstation and tools	Conduct spot inspections to all areas of work	Table a report with findings/recommendations to the OHS Committee	Monitor compliance	Monitor compliance

OFFICE OF MUNICIPAL MANAGER: INTERNAL AUDIT

Priority Area	Strategic Objective	KPI Indicator		Budget	Baseline	Target 2012/13	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
		Outcome	Impact				Budget	Target	Budget	Target	Budget	Target	Budget	Target
KPA1: BASIC SERVICE DELIVERY														
Risk Assessment	Compliance with International Standards for the Professional Practices of Internal Auditing, Standard 2120	Risk assessment report approved by Audit Committee	Ensuring achievement of objectives in spite of unforeseen events	287 993	Previous year's Risk Assessment Report	Credible Strategic and Operational Risk assessment report to inform audit plans	71 998	Risk assessment report approved by Risk Management Committee and Audit Committee	71 998	Evaluating effectiveness of Risk Management.	71 998	Evaluating effectiveness of Risk Management.	71 998	Evaluating effectiveness of Risk Management.
Compilation of Risk Based Plans	To have operational and three year rolling plans by 1 July 2012. Compliance with ISPPIA 2010. A1, A2,C1	Plans approved by Audit Committee by 1 July 2012	Add value and improve control effectiveness	287 993	Previous year's operational and three year rolling plans	Flexible approved risk based audit plan implemented	71 998	1 st Quarterly Reporting	71 998	2 nd Quarterly Reporting	71 998	3 rd Quarterly Reporting	71 998	4 th Quarterly Reporting
KPA2. LOCAL ECONOMIC DEVELOPMENT														
Assurance engagements of market viability and conducive business environment	Assess compliance by municipality with chapter of RSA constitution	Assurance results of compliance of municipality	Informed economic decision taken on basis of financial and performance information	287 993	Audit reports related to PED and reports of performance information	Improved controls governance processes	71 998	Audit results of performance information	71 998	Consulting engagements result	71 998	Audit results of performance information	71 998	Consulting engagements result

Priority Area	Strategic Objective	KPI Indicator		Budget	Baseline	Target 2012/13	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
		Outcome	Impact				Budget	Target	Budget	Target	Budget	Target	Budget	Target
KPA3: MUNICIPAL FINANCIAL VIABILITY														
Effective, Efficient and Economic use of resources	<ul style="list-style-type: none"> Recommendations on revenue enhancements and economic rational decision making. Spending within annual allocation. 	Audit reports and consulting services on Revenues and Financial Management	Values add on financial management.	287 993	Previous year's audit reports.	Approved risk based plan with financial audits therein.	71 998	25 % Inclusion as part of 1 st Quarterly Reporting	71 998	50% 2 nd Quarterly Reporting/ Adjusted budget	71 998	75% 3 rd Quarterly Reporting	71 998	100% 4 th Quarterly Reporting
KPA4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
Batho Pele	To institutionalize Batho Pele principles in the operations of the Municipality	Adopted Internal Audit and Audit Committee charter	Enhanced objectivity of both IA and AC	287 993	2011/2012 Approved charters	Charters reviewed for 2012/13	71 998	Compliance with charters	71 998	implementation	71 998	implementation	71 998	implementation
Audit Committee and Performance Audit Committee	Ensure 4 statutory governance meetings per year for AC and 2 for PAC	Minutes and reports of committee for management and council advisory purposes.	Improved controls and governance processes through advises of AC	287 993	Agendas and Minutes meetings	4 statutory meetings per year and 2 for PAC	71 998	1 meeting	71 998	1 meeting	71 998	1 meeting	71 998	1 meeting

Priority Area	Strategic Objective	KPI Indicator		Budget	Baseline	Target 2012/13	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
		Outcome	Impact				Budget	Target	Budget	Target	Budget	Target	Budget	Target
Departmental regulations	Compilation of IA Policy	Approved policy by the end of June 2013	Enhanced internal audit activity to support operations	143 997	IA Policy in Draft	Audit Committee and Council approval	35 999	Draft	35 999	Draft	35 999	Draft	35 999	Finalization
	Review of Internal Audit Methodology	Signed methodology and staff workshoped on methodology		143 997	Signed methodology and minutes of staff meetings	2012/13 Methodology reviewed	35 999	Final methodology implemented throughout the financial year	35 999	Final methodology implemented throughout the financial year	35 999	Final methodology implemented throughout the financial year	35 999	Final methodology implemented throughout the financial year
KPA5: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION														
Job Opportunities	Enhance employability of graduates	3 internal auditors interns trained	Provision of practical experience on professional practice.	88 800	Externally funded	IMFO & LGSETA agreement for 2 interns	Training and skills transfer to graduates	29 600	Agreement renewed	29 600	Log Sheets completed	29 600	Log Sheets completed	29 600

OFFICE OF THE MUNICIPAL MANAGER: RISK MANAGEMENT

Priority Area	Objective and Strategy	KPI Indicator	Budget	Baseline	Target 2012/2013	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
						Budget	Outcome	Budget	Outcome	Budget	Outcome	Budget	Outcome
Risk Committee Operations	Effective and efficient enterprise risk management function	Co- ordinate Risk Management Committee meetings	40000	Co- ordinate 4 risk management committees and act as a secretarial of those meeting	4 Risk Management Committee Meetings	10000	1 st meeting	10000	2 nd meeting	10000	3 rd meeting	10000	4 th meeting
Risk Management Regulations	Effective and efficient enterprise risk management function	Review Risk Management Committee Charter	10000	Review the risk management committee charter on yearly basis	Approved Risk Management Committee Charter	10000	Review, presenting it to the risk management committee	-	Implementation	-	Implementation	-	Implementation
		Risk Management Policy	50000	Review the risk management policy on yearly basis	Approved Risk Management Policy	-	Re-send the policy for approval by council	-	Communication of the policy to employee and implementation	-	Communication of the policy to employee and implementation	-	Communication of the policy to employee and implementation
	Establishment of fraud management framework	Review Fraud Prevention Policy and strategy		Review fraud prevention policy and strategy on yearly basis	Approved Fraud Prevention Policy and strategy		Re-send the policy for approval by council	20000	Communication of the policy to employee and implementation	15000	Communication of the policy to employee and implementation	15000	Communication of the policy to employee and implementation

Priority Area	Objective and Strategy	KPI Indicator	Budget	Baseline	Target 2012/2013	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
						Budget	Outcome	Budget	Outcome	Budget	Outcome	Budget	Outcome
	Effective and efficient enterprise risk management function	Risk Management Strategy (Risk Identification and Assessment Methodologies, Risk Appetite and Tolerance)		Review of the risk management strategy on yearly basis	Approved Risk Management Strategy	-	Re-send the policy for approval by council		Communication of the policy to employee and implementation		Communication of the policy to employee and implementation		Communication of the policy to employee and implementation
	Contribute in safeguarding of municipal assets	Loss Control Policy		Review of the loss control policy	Approved Loss Control Policy	-	Re-send the policy for approval by council		Communication of the policy to employee and implementation		Communication of the policy to employee and implementation		Communication of the policy to employee and implementation
	Effective and efficient enterprise risk management function	Appointment of Risk Champions	12000	Appointment of Risk Champions and meet on quarterly basis	Appointed Risk Champions	3000	1 st meeting	3000	2 nd meeting	3000	3 rd meeting	3000	4 th meeting
	Develop key performance indicators to measure the effectiveness of the risk management activity		Preparing of the annual risk management plan	Annual Risk Management Plans		Implementation		Implementation		Implementation		Implementation	
	Detailed risk management implementation plan		Preparing of the annual risk management plan	An approved Risk Management Implementation Plan for the		Implementation		Implementation		Implementation		Implementation	

Priority Area	Objective and Strategy	KPI Indicator	Budget	Baseline	Target 2012/2013	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
						Budget	Outcome	Budget	Outcome	Budget	Outcome	Budget	Outcome
					2012/2013 Financial Year								
Delegations	Performing ADHOC assignment	Responsibilities		Formal delegation of responsibilities to existing personnel	Formal delegation of responsibilities to existing personnel		Implementing and reporting as required		Implementing and reporting as required		Implementing and reporting as required		Implementing and reporting as required
		Structures		Appointment of the approved budgeted vacant positions and structures	Appointment of the approved vacant positions and structures		Request for the appointment with HR		-		-		-
Risk Orientation & Training	Mitigating risk and fraud at all levels	Risk Orientation, Training and Fraud Awareness	50000	Co-ordination of the Orientation risk awareness program developed for new employees Training plan for existing employees Training for risk champions Training for all Managers and Councilors	Orientation risk awareness program developed for new employees Training plan for existing employees Training for risk champions Training for all Managers and Councilors	14000	Orientation risk awareness program developed for new employees Training plan for existing employees	12000	Orientation risk awareness program developed for new employees Training for risk champions	12000	Orientation risk awareness program developed for new employees Training for all Managers and Councilors	12000	Orientation risk awareness program developed for new employees

Priority Area	Objective and Strategy	KPI Indicator	Budget	Baseline	Target 2012/2013	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
						Budget	Outcome	Budget	Outcome	Budget	Outcome	Budget	Outcome
	Mitigating risk and fraud at all levels	Annual strategic risk assessment	-	Preparing the annual strategic risk report	Approved strategic risk register	-	Risk Follow up	-	Risk follow up	-	Risk follow up	-	Performing and approval of the annual strategic risk assessment
		Operational risk assessments as per department <ul style="list-style-type: none"> • Fraud risk assessment 16- 31 July • Community Services – 01 - 30 Sept • Finance department 01 – 30 October • Technical Department 01 -30 November • Corporate services 01-30 December • Public safety 01-30 January • PED 01-28 February • PMU 01- 30 March 	-	Preparing and co-ordinating all departmental operational risk register	Approved operational risk registers (as per the agreed cycle)	-	-Fraud Risk assessment - community services risk assessment	-	Finance, technical and corporate services operational risk assessment	-	Public safety, PED and PMU operational risk assessment	-	Monitoring / reviewing of risk in water catchments , purification plant ,reservoir and community area

Priority Area	Objective and Strategy	KPI Indicator	Budget	Baseline	Target 2012/2013	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
						Budget	Outcome	Budget	Outcome	Budget	Outcome	Budget	Outcome
Risk response	Mitigating risk and fraud at all levels	Drafting of action plans for all gaps identified for the top risks	-	Assist management in drafting of action plans	Action plans implemented per agreed milestone	-	Monitoring the implementation of action plans	-	Monitoring the implementation of action plans	-	Monitoring the implementation of action plans	-	Monitoring the implementation of action plans
		Assign assurance providers for the top identified risks	-	Assist management in identifying the risk from assurance providers	Combined assurance plan	-	Monitoring the implementation						
Risk monitoring	Effective and efficient risk monitoring	Evaluate the effectiveness of mitigating strategies 2012/2013	-	Assist Implementation of the mitigating measures and fraud prevention policy	Report to the Accounting Officer on the status of implementation	-	Monitoring the implementation of the mitigating measures and fraud prevention policy	-	Monitoring the implementation of the mitigating measures and fraud prevention policy	-	Monitoring the implementation of the mitigating measures and fraud prevention policy	-	Monitoring the implementation of the mitigating measures and fraud prevention policy
		Evaluate the effectiveness of the implementation of the fraud prevention policy	-		• Mitigation measures • Fraud prevention policy								
		Review any material findings and recommendations by assurance providers on the system of risk	-	Monitoring any material changes to the risk profile of the institute	Report to the Accounting Officer any material changes to the risk profile of the institution	-	Monitoring any material changes to the risk profile of the institute	-	Monitoring any material changes to the risk profile of the institute	-	Monitoring any material changes to the risk profile of the institute	=	Monitoring any material changes to the risk profile of the institute

Priority Area	Objective and Strategy	KPI Indicator	Budget	Baseline	Target 2012/2013	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
						Budget	Outcome	Budget	Outcome	Budget	Outcome	Budget	Outcome
Risk Management reporting	Effective and efficient risk management reporting	Monthly reports	-	Preparing of monthly reports	Report on monthly progress	-	Report on monthly progress	-	Report on monthly progress	-	Report on monthly progress	-	Report on monthly progress
		Quarterly	-	Preparing of quarterly reports	Report on quarterly risk management progress	-	Report on quarterly risk management						
		Annual report disclosure		Preparing of annual report	Disclosure in annual risk management implementation plan approved by the Accounting Officer		-	-	-	-	-	-	Disclosure in annual risk management implementation plan approved by the Accounting Officer

PERFORMANCE MANAGEMENT

Priority Area	Objective and Strategy	KPI Indicator	Weight (%)	IDP Page	Evidence	Baseline	Target 2012/2013	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Municipal & Institutional Development & Transformation (Weight 100%)											
Signed performance agreements for all 57 managers	To conclude, sign and submit to DCOGTA performance contracts of Section 57 Managers	Signed and submitted performance contracts and PDP's	20	7 performance agreements	Copies of PA	7 PA	7	Signed performance agreements for all managers	All sections 56 Managers have signed the performance agreement	7 Sections 56 Managers	
NONE 57 Managers Performance	conclude performance agreement with none 57 managers		20%		Signed and submitted performance contracts	2010/2011 Signed contracts	100% compliance to legislation	Prepare Contracts	Signed Contracts	Submit signed Contracts to COGTA	-
To develop performance plan with permanent managers	To have performance plan in place for managers who are PM	have PP in place for all permanent manager	20		Copies in place	none	All managers				
	Asses, monitor performance and review quarterly	No of performance assessments	20		Review performance on quarterly basis, conduct midterm review for section 57 managers	6	4 reviews of performance management	1	1	1	1
Organizational Performance Management Scorecard	To develop and adopt an organizational performance management score card	Well developed organizational score card	1%		Approved and Adopted OPMS	None	100% Compliance to legislation	Preview OPMS	Adopt & Approval of OPMS	60% Implementation	100% Implementation

Priority Area	Objective and Strategy	KPI Indicator	Weight (%)	IDP Page	Evidence	Baseline	Target 2012/2013	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Departmental Performance Management Scorecard	To develop and adopt a departmental score card aligned to the organizational score card	Well developed organizational score card	1%		Well developed departmental score card	None	100% Compliance to legislation	Final Draft	30% Implementation	60% Implementation	100% Implementation

Monthly projected budget

MP301 Albert Luthuli - Supporting Table SA25 Budgeted monthly revenue and expenditure

R thousand	Description	Ref	Budget Year 2012/13												Medium Term Revenue and Expenditure Framework		
			July	Aug	Sept.	Oct	Nov	Dec	Jan	Febr	March	April	May	June	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
	<u>Revenue By Source</u>																
	Property rates		2 598	2 510	2 510	2 510	2 510	2 510	2 510	2 510	2 510	2 510	2 510	3 482	31 180	31 716	33 587
	Property rates - penalties & collection charges		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Service charges - electricity revenue		2 043	2 043	2 043	2 043	2 043	2 043	2 043	2 043	2 043	2 043	2 043	2 043	24 511	25 810	27 316
	Service charges - water revenue		221	166	166	166	166	166	166	166	166	166	166	773	2 657	1 914	2 027
	Service charges - sanitation revenue		216	216	216	216	216	216	216	216	216	216	216	216	2 591	2 804	2 969
	Service charges - refuse revenue		189	178	178	178	178	178	178	178	178	178	178	296	2 267	2 251	2 384
	Service charges - other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Rental of facilities and equipment		6	6	6	6	6	6	6	6	6	6	6	6	66	70	74
	Interest earned - external investments		146	146	146	146	146	146	146	146	146	146	146	146	1 750	1 843	1 951
	Interest earned - outstanding debtors		713	713	713	713	713	713	713	713	713	713	713	713	8 560	9 014	9 545
	Dividends received		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Fines		27	27	27	27	27	27	27	27	27	27	27	27	326	343	364
	Licences and permits		45	67	16	84	84	84	84	84	84	84	84	7	804	846	895
	Agency services		17	-	-	-	-	-	-	-	-	-	-	183	200	211	224
	Transfers recognised - operational		77 767	-	-	-	55 650	-	-	-	37 647	-	-	(0)	171 064	185 019	196 812
	Other revenue		64	61	63	75	63	77	40	54	86	56	68	62	769	1 122	1 188
	Gains on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total Revenue (excluding capital transfers and contributions)		84 052	6 133	6 084	6 163	61 801	6 165	6 128	6 142	43 821	6 144	6 156	7 953	246 744	262 963	279 338

1. Monthly projected operating per revenue source and expenditure type for 2012/2013

MP301 Albert Luthuli - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2012/13												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
R thousand																
Revenue By Source																
Property rates		2 598	2 510	2 510	2 510	2 510	2 510	2 510	2 510	2 510	2 510	2 510	3 482	31 180	31 716	33 587
Property rates - penalties & collection charges		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Service charges - electricity revenue		2 043	2 043	2 043	2 043	2 043	2 043	2 043	2 043	2 043	2 043	2 043	2 043	24 511	25 810	27 316
Service charges - water revenue		221	166	166	166	166	166	166	166	166	166	166	773	2 657	1 914	2 027
Service charges - sanitation revenue		216	216	216	216	216	216	216	216	216	216	216	216	2 591	2 804	2 969
Service charges - refuse revenue		189	178	178	178	178	178	178	178	178	178	178	296	2 267	2 251	2 384
Service charges - other		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Rental of facilities and equipment		6	6	6	6	6	6	6	6	6	6	6	6	66	70	74
Interest earned - external investments		146	146	146	146	146	146	146	146	146	146	146	146	1 750	1 843	1 951
Interest earned - outstanding debtors		713	713	713	713	713	713	713	713	713	713	713	713	8 580	9 014	9 545
Dividends received		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Fines		27	27	27	27	27	27	27	27	27	27	27	27	326	343	364
Licences and permits		45	67	16	84	84	84	84	84	84	84	84	7	804	846	895
Agency services		17	–	–	–	–	–	–	–	–	–	–	183	200	211	224
Transfers recognised - operational		77 767	–	–	–	55 650	–	–	–	–	37 647	–	(0)	171 064	185 019	196 812
Other revenue		64	61	63	75	63	77	40	54	86	56	68	62	769	1 122	1 188
Gains on disposal of PPE		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and cont)		84 052	6 133	6 084	6 163	61 801	6 165	6 128	6 142	43 821	6 144	6 156	7 953	246 744	262 963	279 338
Expenditure By Type																
Employee related costs		6 941	6 227	6 227	6 227	6 227	6 227	6 227	6 227	6 227	6 227	6 227	14 087	83 296	78 703	82 458
Remuneration of councillors		1 102	1 102	1 102	1 102	1 102	1 102	1 102	1 102	1 102	1 102	1 102	1 102	13 230	13 931	14 753
Debt impairment		1 280	–	–	–	–	–	–	–	–	–	–	14 083	15 363	16 177	16 970
Depreciation & asset impairment		167	250	250	250	250	250	250	250	250	250	250	(667)	2 000	3 159	3 345
Finance charges		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Bulk purchases		1 430	1 430	1 430	1 430	1 430	1 430	1 430	1 430	1 430	1 430	1 430	1 430	17 158	18 067	19 133
Other materials		1 353	–	–	–	–	–	–	–	–	–	–	14 879	16 231	12 333	13 061
Contracted services		1 526	1 419	1 419	1 419	1 419	1 419	1 419	1 419	1 419	1 419	1 419	2 593	18 307	17 928	18 986
Transfers and grants		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other expenditure		6 763	10 183	10 183	10 183	10 183	10 183	10 183	10 183	10 183	10 183	10 183	(27 429)	81 159	102 665	110 633
Loss on disposal of PPE		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Expenditure		20 562	20 610	20 610	20 610	20 610	20 610	20 610	20 610	20 610	20 610	20 610	20 078	246 744	262 963	279 338
Surplus/(Deficit)		63 490	(14 478)	(14 527)	(14 447)	41 191	(14 445)	(14 482)	(14 468)	23 211	(14 466)	(14 454)	(12 125)	0	0	(0)
Transfers recognised - capital		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Contributions recognised - capital		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Contributed assets		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		63 490	(14 478)	(14 527)	(14 447)	41 191	(14 445)	(14 482)	(14 468)	23 211	(14 466)	(14 454)	(12 125)	0	0	(0)
Taxation		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Attributable to minorities		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Share of surplus/ (deficit) of associate		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit)	1	63 490	(14 478)	(14 527)	(14 447)	41 191	(14 445)	(14 482)	(14 468)	23 211	(14 466)	(14 454)	(12 125)	0	0	(0)

2. Monthly operating revenue and expenditure projections per vote for 2012/2013

MP301 Albert Luthuli - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

Description	Ref	Budget Year 2012/13												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
R thousand																
Revenue by Vote																
Vote 1 - Planning and Economic Development		11	11	11	11	11	11	11	11	11	11	11	11	135	142	151
Vote 2 - Corporate Services		34	30	30	30	30	30	30	30	30	30	30	30	413	374	396
Vote 3 - Community Services		199	199	199	199	199	199	199	199	199	199	199	199	2 385	2 512	2 660
Vote 4 - Finance		80 406	2 355	2 406	2 385	58 023	2 385	2 387	2 364	40 043	2 366	2 378	5 497	202 995	215 735	232 965
Vote 5 - Public Safety		107	112	112	112	112	112	112	112	112	112	112	59	1 285	1 414	1 497
Vote 6 - Technical Services		3 294	3 426	3 426	3 426	3 426	3 426	3 426	3 426	3 426	3 426	3 426	1 976	39 532	42 786	41 670
Vote 7 - Municipal Manager		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Vote 8 - Council General		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Vote 9 -		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Vote 10 -		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Vote 11 -		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Vote 12 -		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Vote 13 -		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Vote 14 - [NAME OF VOTE 14]		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Vote 15 - [NAME OF VOTE 15]		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Total Revenue by Vote		84 052	6 133	6 184	6 163	61 801	6 163	6 165	6 142	43 821	6 144	6 156	7 825	246 744	262 963	279 339
Expenditure by Vote to be appropriated																
Vote 1 - Planning and Economic Development		843	724	724	724	724	724	724	724	724	724	724	2 030	10 115	9 151	9 539
Vote 2 - Corporate Services		1 765	1 715	1 715	1 715	1 715	1 715	1 715	1 715	1 715	1 715	1 715	2 264	21 175	21 666	22 906
Vote 3 - Community Services		1 793	1 707	1 707	1 707	1 707	1 707	1 707	1 707	1 707	1 707	1 707	2 657	21 519	21 568	22 617
Vote 4 - Finance		2 377	2 741	2 741	2 741	2 741	2 741	2 741	2 741	2 741	2 741	2 741	(1 261)	28 522	38 948	43 594
Vote 5 - Public Safety		1 824	1 771	1 771	1 771	1 771	1 771	1 771	1 771	1 771	1 771	1 771	2 355	21 892	22 382	23 145
Vote 6 - Technical Services		8 811	8 806	8 806	8 806	8 806	8 806	8 806	8 806	8 806	8 806	8 806	8 855	105 727	110 229	116 718
Vote 7 - Municipal Manager		615	475	475	475	475	475	475	475	475	475	475	2 013	7 379	6 023	6 379
Vote 8 - Council General		2 535	2 672	2 672	2 672	2 672	2 672	2 672	2 672	2 672	2 672	2 672	1 164	30 416	32 986	34 442
Vote 9 -		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Vote 10 -		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Vote 11 -		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Vote 12 -		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Vote 13 -		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Vote 14 - [NAME OF VOTE 14]		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Vote 15 - [NAME OF VOTE 15]		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Total Expenditure by Vote		20 562	20 610	20 610	20 610	20 610	20 610	20 610	20 610	20 610	20 610	20 610	20 077	246 744	262 963	279 339
Surplus/(Deficit) before assoc.		63 490	(14 478)	(14 427)	(14 448)	41 190	(14 448)	(14 446)	(14 469)	23 210	(14 467)	(14 455)	(12 253)	0	(0)	(0)
Taxation		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Attributable to minorities		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Share of surplus/ (deficit) of associate		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Surplus/(Deficit)	1	63 490	(14 478)	(14 427)	(14 448)	41 190	(14 448)	(14 446)	(14 469)	23 210	(14 467)	(14 455)	(12 253)	0	(0)	(0)

3. Monthly capital projection per vote for 2012/2013

MP301 Albert Luthuli - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)

Description	Ref	Budget Year 2012/13												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
R thousand																
Multi-year expenditure to be appropriated	1															
Vote 1 - Planning and Economic Development		13	13	13	13	13	13	13	13	13	13	13	13	160	168	178
Vote 2 - Corporate Services		82	201	201	201	201	201	201	201	201	201	201	(1 110)	980	2 538	2 687
Vote 3 - Community Services		553	374	374	374	374	374	374	374	374	374	374	2 345	6 638	4 726	5 005
Vote 4 - Finance		249	248	248	248	248	248	248	248	248	248	248	256	2 988	3 138	3 323
Vote 5 - Public Safety		600	281	281	281	281	281	281	281	281	281	281	3 788	7 200	3 554	3 206
Vote 6 - Technical Services		9 395	7 223	7 223	7 223	7 223	7 223	7 223	7 223	7 223	7 223	7 223	31 113	112 740	91 094	98 578
Vote 7 - Municipal Manager		36	36	36	36	36	36	36	36	36	36	36	36	435	458	485
Vote 8 - Council General		148	148	148	148	148	148	148	148	148	148	148	148	1 775	605	641
Vote 9 -														—	—	—
Vote 10 -														—	—	—
Vote 11 -														—	—	—
Vote 12 -														—	—	—
Vote 13 -														—	—	—
Vote 14 - [NAME OF VOTE 14]														—	—	—
Vote 15 - [NAME OF VOTE 15]														—	—	—
Capital multi-year expenditure sub-total	2	11 076	8 525	8 525	8 525	8 525	8 525	8 525	8 525	8 525	8 525	8 525	36 588	132 916	106 281	114 104
Single-year expenditure to be appropriated														—	—	—
Vote 1 - Planning and Economic Development														—	—	—
Vote 2 - Corporate Services														—	—	—
Vote 3 - Community Services														—	—	—
Vote 4 - Finance														—	—	—
Vote 5 - Public Safety														—	—	—
Vote 6 - Technical Services														—	—	—
Vote 7 - Municipal Manager														—	—	—
Vote 8 - Council General														—	—	—
Vote 9 -														—	—	—
Vote 10 -														—	—	—
Vote 11 -														—	—	—
Vote 12 -														—	—	—
Vote 13 -														—	—	—
Vote 14 - [NAME OF VOTE 14]														—	—	—
Vote 15 - [NAME OF VOTE 15]														—	—	—
Capital single-year expenditure sub-total	2	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Total Capital Expenditure	2	11 076	8 525	8 525	8 525	8 525	8 525	8 525	8 525	8 525	8 525	8 525	36 588	132 916	106 281	114 104